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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Geographic Area

DATE: 20 January 1956

FROM : Chief, Western Europe Branch, D/GG

SUBJECT: Comments on Career Development Statement for the Geographic Area

After reviewing the Career Development Statement individually and collectively, the members of this Branch forward the following comments and suggestions.

A. Overall Goals and Policy, page 1

General Comment:

1. The Career Development program is largely the setting down in writing of a basic personnel management policy that has long been in operation within the Geographic Area. As a result there is little in it that is new. This may account for the skepticism with which it has been received. Mentioning this fact may have some value.

2. No distinction is made as to the difference in opportunities available to career employees as contrasted with non-career employees.

Specific Comment:

1. The statement "this career program will enable each employee to develop . . ." might be rephrased to something like: "this career program lists possible opportunities by which an employee may develop so that . . ."

2. In paragraph 2 the words supervision and supervisor are used a number of times. It is believed that the paragraph would be more meaningful if the words "at all levels" were added at the end of the first sentence and between the words "supervision" and "determines" in the last sentence. It might also help to add the word "immediate" before "supervisor" in the last sentence.

3. Lines 8, 9, and 10 of page 2 might be changed to read "In the selection of individuals for advancement quality of past performance as well as potential for higher responsibilities are factors that must be considered by supervisors at all levels."

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4. It is recognized that there are opportunities beyond the Geographic Area which would add substantially to the development of some individuals and would increase their value to the Geographic Area and to the Agency. Well-trained Geographic Area personnel have opportunity for both permanent and rotational transfer to other parts of ORR. See page 3, first paragraph.

B. Divisional Program, page 4

1. The first paragraph might, in the interest of good personnel relations, make a general statement about the possibilities for individuals in these categories rather than an outright statement that they are excluded. This keeps the door open so that an Area, Office, or Agency-wide program may be formulated for them at a later date. They are important cogs in the wheels of intelligence and should be given a sense of belonging to the organization and be provided with goals even though these goals may not be as high as others in the program.

In the last sentence on page 4 the part of the sentence following the comma might better be put in the affirmative by a statement that their program follows or parallels that of the major categories.

2. General comment applying to each major position category under each division: Make some change in format which will make it obvious that the following program is one which leads to the position of Senior Cartographer or Senior Analyst rather than being the program for the further development of Senior Cartographer or Senior Analyst.

3. Page 7, Item (2)(h) It is suggested that this item read "Attendance at international cartographic conferences and visits to foreign cartographic institutions with delays en route for additional foreign travel in the area of specialization."

4. Page 10 Item (2)(h) Changing this item to read "Guidance from the supervisory staff, when requested and applicable, regarding..." would put the item more in line with the preceding items.

5. Page 12 In line 3 change "any(low)-graded analyst" to "any analyst" or "any junior analyst."

6. Page 12 Line 9 after "for an extended period" add "and, through the study and synthesis of this material, the preparation of a variety of intelligence reports."

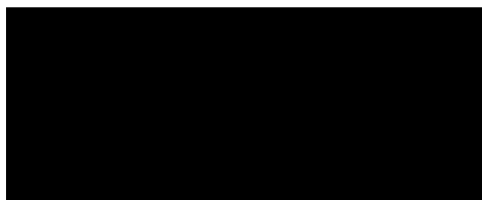
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7. Page 13 after (3) (b) add (3) (c)
(c) Maintaining working level contacts with counterparts
in other components of the Agency and other intelligence
organizations.
8. Page 15 (2) (b-f) after each "as required" add "to meet
responsibilities."
9. Page 16 Lines 13-16 after "obsolete materials" add "for
discard." After "significant gaps" the sentence should read " and
prepare requirements to fill them."

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